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Ogilvy Public Relations Worldwide

So You Want to Work in

P.R.?

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SO YOU WANT TO WORK IN P.R.?

A HANDBOOK OF ADVICE FROM
PEOPLE WHO CAN HELP GET YOU ON YOUR WAY.

“金玉良言”手册
带你走好公关职场路

On a sunny Saturday afternoon many years ago, TB Song, Ogilvy Group Chairman for Greater China, came into my office and commented, “PR people are really a special breed of people.” TB followed his statement with a request, “Will you write me an article on what you think makes up a good public relations person?”

The question remains as curious today as it was back then. Certainly there are commonalities, but the public relations business is not one where people are required to fit into a certain mold. In fact, just the opposite is true.

One of the first things we need to do is to define the qualities of the talent we are looking for. To round out my thinking on this, I asked a number of bosses, colleagues, and clients what they think makes up a good public relations person. Their responses, enclosed in this booklet, are as diverse as the definition of public relations.

Enjoy the read!

Scott Kronick
President
Ogilvy Public Relations Worldwide/China

许多年前一个阳光明媚的星期六下午，奥美集团大中华区董事长宋秩铭（TB Song）来到我在台北的办公室。他说道：“公关人员真是一群特殊的人。” TB接着问道：“你能写一篇文章，谈谈你认为一名出色的公关人员应该是怎样的吗？”

这个问题今天听起来仍然像当年一样新奇。当然这里是有一些共性的东西，但公关行业并不要求从业人员都像一个模子里刻出来似的。实际上，情况恰恰相反。

我们首先要做的是，明确我们要找何种素质的人才。为了完善我在这方面的想法，我曾向一些上司、同事和客户询问过他们认为一名出色的公关人员应该是怎样的，他们的回答和公关的定义一样不尽相同。

以下与您分享的就是他们的真知灼见！

柯颖德
中国区总裁
奥美公关

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ATTITUDE
态度

To put the world right in order, we must first put the nation in order; to put the nation in order, we must first put the family in order; to put the family in order, we must first cultivate our personal lives; we must first set our hearts right.

古之欲明德于天下者，先治其国；欲治其国者，先齐其家；欲齐其家者，先修其身；欲修其身者，先正其心。

Confucius
5th Century BC Chinese Philosopher
孔子
公元前5世纪，中国哲学家

A great Public Relations professional is one who

remains focused

on the client – achieving results, while constantly remaining open to new approaches.

Marcia Silverman
CEO
Ogilvy Public Relations Worldwide

一位伟大的公关专业人士要

始终关注

客户 – 追求结果，同时愿意尝试新的方法。

Marcia Silverman
CEO
奥美公关国际集团

Successful PR people have

‘passionate-smarts’

– it’s not good enough to be one or the other, you have to have both. Whether you are talking about mayonnaise or an overactive bladder, you gotta love it!

Kate Cronin
Managing Director
Ogilvy Public Relations Worldwide/New York

成功的公关人员要有

‘激情和智慧’

– 仅有一点还不够，必须两者兼备。不管你在讲蛋黄酱还是泌尿系统疾病，你都要迷上它才行！

Kate Cronin
董事总经理
奥美公关国际集团/纽约

The ultimate PR person cares more about making someone or something else famous than they do about making themselves famous. There is a

maturity that separates the good from the bad,

doing it the right way builds credibility and creates opportunity.

David R. Petrou
Global Public Communications Manager
Jones Day

最好的公关人员并不想着如何使自己出名，而是更多地想着如何让别人或别的事情变得更广为人知。他们具有

明辨是非的成熟心智，

处事得体。凭借良好的信誉，他们总是机会多多。

David R. Petrou
全球公关经理
Jones Day 律师事务所

A can do attitude – a willingness to go

above and beyond.

A good PR person will recognize the value of delivering the extra 10%, and go out of his or her way to achieve success.

John Gardner
Managing Director
Savage and Partners/Sydney

进取的态度 –

不断超越

的意愿。一名优秀的公关人员会认识到超越既定目标的重要性，为了争取成功，义无反顾。

John Gardner
董事总经理
John Gardner –Savage and Partners/悉尼

Public Relations requires tact, diplomacy, and a never-say-die attitude to

getting it right;

but most of all, it requires being thoughtful and culturally sensitive with a healthy appreciation for getting things done. If you take deep interest and pride in creating custom solutions in the modern communications world, you will thrive and be happy.

Paul Hicks
CEO
Ogilvy Public Relations Worldwide/The Americas

公关人员需要机智，外交手腕和永不言败的态度以

实现目标；

但更重要的是，需要思考周详，有文化敏感度，同时拥有积极的处事态度。在当今的公关界，如果你对打造量身定制的解决方案有着浓厚兴趣并引以为豪，那你就会成长起来并乐在其中。

Paul Hicks
CEO
奥美公关国际集团/美洲

NETWORKING
关系网

We don't accomplish anything in this world alone ... and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads.

在这个世界上，独往独来会一事无成……所有的事情都体现了丰富多彩的人生和千丝万缕的联系。

Sandra Day O'Connor
Former US Supreme Court Justice
桑德拉·戴·奥康纳
前美国最高法院大法官

A good PR person usually has a

solid social network

and relationships with different types of people. He or she knows how to leverage those connections strategically in order to benefit his or her work. To a great extent, what matters is the ability to manage people, manage relationships, and manage expectations.

Daphne Li
Associate Director
Ogilvy Public Relations Worldwide/Shanghai

一名优秀的公关人员通常拥有

稳固的社会关系网，

与各类人员建立关系。他或她善于策略地运用这些关系，以便有益于自己的工作。在很大程度上，不管是内部还是外部，关键在于管理人员、关系和期望值的能力。

李嘉仪
副总监
奥美公关国际集团/上海

Seemingly, PR people need to have the largest address lists, entertainment budgets, and phone bills. The

lines of influence

spread far and must rise above client expectations; the more connected an agency is, the more delighted the client. The best compliment seems to be, 'How did you get them?' or 'You know who?'

Stephen Fraser
Worldwide Business Director
Ogilvy & Mather/Asia Pacific

从表面上看，公关人员需要有大量的地址簿、接待预算和电话账单。 事实上仅有这些还不够，

影响范围

要大，必须超越客户的期望;一个机构联系越广，客户就越高兴。最好的表扬似乎是‘你们是怎么搞定他们的?’或者‘你们认识谁?’

Stephen Fraser
全球业务总监
奥美集团/亚太区

Capable of making others speak and express themselves while remaining silent; this calls for a person that can

effortlessly socialize

with others.

Alexandra Oikonomidou
Director
Ogilvy Public Relations Worldwide/Beijing

在保持沉默的同时能够让别人说话和表达自己的意见; 这需要你能够

轻松地与别人相处甚欢。

Alexandra Oikonomidou
总监
奥美公关国际集团/北京

People skills: because the world is full of 'spin,' it needs people who are able to

touch the heart strings

in a genuine way – both with clients and the public. High human touch people have an accurate emotional compass.

Kent Wertime
CEO
OgilvyOne/Asia Pacific

与人沟通的技巧:由于世界弥漫老王卖瓜自卖自夸的声音，它需要一群对客户或对公众都能以真诚之道

打动人心

的专业人士。深谙拨动心弦之道的人拥有正确无误的情感指南针。

Kent Wertime
CEO
奥美互动/亚太区

COURAGE
勇气

Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.

世界上大部分重要的事情，都是在似乎毫无希望的情况下继续坚持下去才办成的。

Dale Carnegie
US Author of *How to Win Friends and Influence People*
戴尔·卡内基
美国作家《如何赢得朋友和影响他人》

The toughest thing in the world is to tell someone what you really think – if you fear the consequences. Yet, that is exactly what your client needs and what they will most respect. When you have the guts to point out that they have no clothes, you will either be fired or

treasured as a trusted advisor.

Either way, you will be doing better than you were before.

Christopher Graves
President and CEO
Ogilvy Public Relations Worldwide/Asia Pacific

如果你担心后果的话，世上最难的事就是告诉别人你的真实想法。但这正是客户所需要和最重视的东西。当你有勇气指出他们身着‘皇帝新衣’时，你要么是被解雇，要么是

被当作可信任的顾问而受到重视。

不管是哪一种情况，你都会比以前做得更好。

Christopher Graves
总裁兼CEO
奥美公关国际集团/亚太区

Never fear.

You can never do justice to the PR profession if you are afraid. Never be afraid to call black, 'black,' but always do it as tactfully as possible.

Meenakshi Bhalla
President
Ogilvy Public Relations Worldwide/India

绝不要害怕。

如果你害怕的话，您将永远不会掌握公关这一职业的真谛。绝不要害怕把黑的说成是´黑的´，但始终要尽可能以巧妙的方式来表述。

Meenakshi Bhalla
总裁
奥美公关国际集团/印度

Maniacal interest in
execution details;
you cannot un-ring the bell in our profession.

David R. Petrou
Global Public Communications Manager
Jones Day

要特别注重
执行细节;
在我们这个行当，没有“重来一次”的机会。

David R. Petrou
全球公关经理
Jones Day 律师事务所

You will experience a lot of stale conference rooms, late airplane flights, and inedible fast food; you have to learn to

love the chase,

the hunt, and the opportunity to work with talented people. If you cannot, you will never be satisfied in this profession.

Paul Hicks
CEO
Ogilvy Public Relations Worldwide/The Americas

你将经历许多乏味的会议、深夜的航班、难吃的快餐；你必须学会

追逐，

争取机会与有才干的人一起工作。如果你做不到这些，那你永远不会喜欢这个职业。

Paul Hicks
CEO
奥美公关国际集团/美洲

In the PR world, crisis sometimes happens overnight; a good PR person should provide a

strong shoulder

for the client to rely on.

在公关界，有时在一夜之间就会出现危机；优秀的公关人员应当是客户可依赖的

强有力的肩膀。

Joyce Chang
Managing Director
Ogilvy & Mather Advertising/Beijing

张崇琦
董事总经理
奥美广告/北京

CREATIVITY
创造力

The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them.

在这个世界上取得成功的人，都努力去寻求他们想要的机会，如果找不到的话，他们就自己创造机会。

George Bernard Shaw
Irish Dramatist, Nobel Prize for Literature
乔治·萧伯纳 爱尔兰戏剧家，诺贝尔文学奖获得者

Ideas move people,

not press releases.

Jim Dowling
Director
Strategy and Planning
Ogilvy Public Relations Worldwide/Asia Pacific

打动人的是创意，

而不是新闻稿。

Jim Dowling
策略和规划总监
奥美公关国际集团/亚太区

Clients need skilled practitioners to look ahead and anticipate, ‘What will the story be today, next week, and in six months? How can we help

position the client

to take a stance today; a stance that will be relevant as the story evolves?’ Connecting those dots is hard, but clients want to work with people who always think in those terms.

David R. Petrou
Global Public Communications Manager
Jones Day

客户需要专业的从业人员具有前瞻性和预见力。‘关于一个重要的话题，今天是怎样的？下周的，半年后将会变成怎样？在哪些方面（客户）能成为这些话题的一部分？我们如何帮助他们

恰当地定位，

使他们今天对这个话题的表态，能跟上该话题的发展变化？’把这几点结合起来是很难的，客户希望与能经常以这种方式思考问题的人共事。

David R. Petrou
全球公关经理
Jones Day律师事务所

Above all else, I think the greatest value from PR expertise is in identifying key influencers and developing a creative **engagement strategy.**

Frangelica Liang
Director
Ogilvy Public Relations Worldwide/Guangzhou

最重要的是，我认为公关专业意见的最大的价值在于明确有影响力的主要人物，并制订**有创意的策略**以影响他们。

梁凤妹
总监
奥美公关国际集团/广州

Creating a modern reputation and securing direct or indirect third party endorsements are complex and fascinating challenges that require

a little bit of magic.

The challenge is never the same, and there are few off-the-shelf solutions.

Paul Hicks
CEO
Ogilvy Public Relations Worldwide/The Americas

赢得新的声誉、得到第三方直接或间接的认可，是复杂并具有诱惑力的挑战，也需要施展

一点魔法。

这种挑战不是一成不变的，很少有现成的解决方案。

Paul Hicks
CEO
奥美公关国际集团/美洲

We need to be that much more
free-thinking
and idea-driven. Otherwise, as I've witnessed, the reply is, ‘done that,’ ‘thought of that,’ ‘seen that.’

Stephen Fraser
Worldwide Business Director
Ogilvy & Mather/Asia Pacific

“我们需要更加
开阔思路
并富有创意。否则，就会像我听到的回答：做过´、´想到过´、´见到过´。

Stephen Fraser
全球业务总监
奥美集团/亚太区

AGILITY
机智

When you say one thing, the clever person understands three.

举一反三.

Chinese Proverb
中文成语

A good PR person should be able to
interact with different types of people
in any situation.

优秀的公关人员应当能够在任何情况下
与不同类型的人进行互动。

Daphne Li
Associate Director
Ogilvy Public Relations Worldwide/Shanghai

李嘉仪
副总监
奥美公关国际集团/上海

The ability to influence, negotiate, and collaborate to create

enthusiastic cooperation

between clients, colleagues and business partners, as well as the media. The best people I have worked with in my more than 20 years of PR experience are the ones that are not only clever enough to have great ideas, but also clever enough to make the client and the whole team feel like it is also their idea.

Michael Hatcliffe
Executive Vice President
US Corporate Practice,
Ogilvy Public Relations Worldwide/Chicago

具有影响他人、谈判和协作的能力，从而形成与客户、同事、业务伙伴和媒体间的

真挚合作。

二十多年来我在公关经历中曾经共过事的最优秀的人才，不仅聪明到能蹦出大创意，而且有足够的智慧能让客户与团队都觉得那是他们自己产出的创意。

Michael Hatcliffe
执行副总裁
美国公司事务
奥美公关国际集团/芝加哥

Ideas are useless unless they are carried by the right people. You need to be able to

impart your ideas

on anyone from a CEO to a pikey little blogger.

Jim Dowling
Director
Strategy and Planning
Ogilvy Public Relations Worldwide/Asia Pacific

创意如果不是由合适的人来讲述就毫无价值。你要能向任何人

讲述创意，

从一个CEO到一个不起眼的小人物。

Jim Dowling
策略和规划总监
奥美公关国际集团/亚太区

When you can
juggle a burning crisis,
a client in search of a higher personal profile, an angry journalist, a shampoo launch, a stock market listing, and an event with heads of state, you are almost ready.

Christopher Graves
President and CEO
Ogilvy Public Relations Worldwide/Asia Pacific

严重的危机、想提高个人知名度的客户、愤怒的记者、一种洗发水的推出、股票上市、有国家元首出席的活动，如果你能
从容地同时应对
所有这些，你就差不多准备好了。

Christopher Graves
总裁兼CEO
奥美公关国际集团/亚太区

The PR professional needs to be able to

understand communications strategies

broadly – not a singular focus on media relations. The person must know market dynamics and how certain things can lead to a cascade of variables.

Jennifer Scott
Managing Director of Insights and Research
Ogilvy Public Relations Worldwide/New York

公关专业人员要从更广的角度来

理解传播策略

— 而不是单单注重媒体关系。此类人员必须了解市场发展动态，以及某些情况会导致怎样的一系列的变数。

Jennifer Scott
董事总经理
洞察力及调研
奥美公关国际集团/纽约

We always want to influence people to change their behaviors, either behavior in a commercial sense or in social sense. It is very important that we

put ourselves in other people's shoes,

before we start anything. Too often, practitioners are either too arrogant or too lazy to do this.

Marina Wu
Senior Corporate Communications Manager
Unilever China

我们经常试图影响他人，使其改变自己的行为，包括商业意义上和社会意义的行为。我们在做任何事情之前，一定要

设身处地为他人着想。

从业人员却往往不能做到，要么是因为太傲慢，要么是因为太懒惰。

Marina Wu
企业传播资深经理
联合利华（中国）

IQ gets you a job, EQ gives you a career; and in public relations, agility takes you to the

pinnacle of your career.

An agile public relations person can manage changes swiftly, turning crises into opportunities.

Debby Cheung
Managing Director
Ogilvy Public Relations Worldwide/China

智商让你获得工作，情商使你拥有事业；在公关行业里，机智会让你到达

事业的巅峰。

反应敏捷的公关人士能够快速地处理变化，将危机转化为机会。

张曼华
董事总经理
奥美公关国际集团/中国

CURIOSITY
好奇心

I could not, at any age, be content to take my place by the fireside and simply look on. Life was meant to be lived. Curiosity must be kept alive. One must never, for whatever reason, turn his back on life.

我到了任何年纪都不会满足于坐在火炉旁边发呆。生活要有意义。一定要始终充满着好奇心。不管是什么原因，都不能放弃对生活的好奇心。

Eleanor Roosevelt
Former 1st Lady of the U.S.
埃莉诺・罗斯福
前美国第一夫人

Wonder about one thing every day. Read something bizarre every week outside of your normal sphere. Ask the supposedly ‘dumb’ questions that often lead to

deep insights.

Then, listen very carefully to what is not being said. No one and nothing is dull under a microscope.

Christopher Graves
President and CEO
Ogilvy Public Relations Worldwide/Asia Pacific

每天要琢磨一件事。每周要阅读一些超过你通常接触范围的新奇的东西。提出一些可能是“愚蠢的”问题，这些问题往往会引发

深入的洞察。

然后再非常认真地琢磨一下言外之义。在显微镜下，任何人、任何东西都会变得栩栩如生。

Christopher Graves
总裁兼CEO
奥美公关国际集团/亚太区

A high performing PR person should have a strong business sense, and be able to see

opportunity even in crisis.

This requires broad knowledge and experience.

Frangelica Liang
Director
Ogilvy Public Relations Worldwide/Guangzhou

表现优异的公关人员应当有很强的商业意识，甚至

在危机中也能看到机会。

而这需要有丰富的知识和经验。

梁凤妹
总监
奥美公关国际集团/广州

The PR specialist should have a

vivid, active personality

and a point of view about everything.

Curiosity is crucial.

Alexandra Oikonomidou
Director
Ogilvy Public Relations Worldwide/Beijing

公关专家应当有

鲜明，活跃的个性，

对任何事物都有自己的一番见解。好奇心是至关重要的。

Alexandra Oikonomidou
总监
奥美公关/北京

I think you need
insatiable curiosity
about the media and modern communications. If you do not read the paper with relish or blog with abandon then you will be left out of the ever changing business world, not to mention be left behind by the competition.

Paul Hicks
CEO
Ogilvy Public Relations Worldwide/The Americas

我想你需要对媒体和现代传播有
强烈的好奇心。
如果你不能津津有味地看报或陶醉于博客，那么你会被不断变化的商业世界所淘汰，更不要说被竞争对手甩在后面了。

Paul Hicks
CEO
奥美公关国际集团/美洲

You have to be interested in people,
books, the world, travel, business,
how people talk
to one another – that's the way
to get insight.

Jim Dowling
Director
Strategy and Planning
Ogilvy Public Relations Worldwide/Asia Pacific

你必须对人、书籍、世界、旅行、商业以及
人们交谈的方式
感兴趣 – 这是获得洞察的有效途径。

Jim Dowling
策略和规划总监
奥美公关国际集团/亚太区

What's happening in the market, what's the key topic now, who are the key influencers, how do you create buzz, what are the

news angles

– answers to these questions will be more easily found by a PR person who is sensitive and curious.

市场上发生了什么情况、当前的热点话题是什么，主要的有影响力的人是谁，怎样才能制造舆论，以及

新闻视角

是什么– 敏感而有好奇心的公关人员将很容易找到这些问题的答案。

Joyce Chang
Managing Director
Ogilvy & Mather Advertising/Beijing

张崇琦
董事总经理
奥美广告/北京

TRUST
信任

You can't shake hands with a clenched fist.

你不能和一个攥紧的拳头握手。

Indira Gandhi
Influential Indian Politician
英迪拉・甘地
具影响力的印度政治家者

Complete integrity

generates unreserved trust!

Miles Young

Chairman
Ogilvy & Mather/Asia Pacific

完整无缺的操守

赢得客户毫无保留的信任!

Miles Young

董事长
奥美集团/亚太区

The ultimate PR professional is someone you believe, someone you believe in, someone you want to believe in, someone believable, someone credible. Ultimately, it's the person

at the top of your list

come rain or shine. Someone you would invite to your wedding.

David Mayo
Vice President
Ogilvy & Mather Advertising/Asia Pacific

最佳的公关专业人员是你相信的人，是你信任的人，是你想信任的人，是可信任的人，是有信誉的人。不管是暴风骤雨还是阳光灿烂，他总是你

最先想到的人。

他也是你会邀请去参加你婚礼的人。

David Mayo
副总裁
奥美广告/亚太区

Clients need candid advice from people who are brave enough to tell them what

they need to hear,

not what they want to hear. Furthermore, corporate messaging today, particularly on the web, must have candor or it will be savaged.

Kent Wertime
CEO
OgilvyOne/Asia Pacific

客户需要真诚的建议，而提出建议的人则要能大胆地告诉客户

他们需要听

的话，而不是他们想要听的话。另外，当前公司发布信息，尤其是在互联网上，必须真诚坦率，否则就会受到抨击。

Kent Wertime
CEO
奥美互动/亚太区

Speak plainly;
straight and simple
does the trick.

Meenakshi Bhalla
President
Ogilvy Public Relations Worldwide/India

要坦言相告；关键在于
简明率真。

Meenakshi Bhalla
总裁
奥美公关国际集团/印度

Trust – without it, your team wouldn't feel motivated to

bring their best everyday,

the media wouldn't listen to you, and clients would take their business elsewhere.

Stephen Fraser
Worldwide Business Director
Ogilvy & Mather/Asia Pacific

信任 – 失去了信任，你的团队就会失去

每天竭尽全力做好工作

的动力。媒体也不会听你说，客户则会把他们的业务交给其他人。

Stephen Fraser
全球业务总监
奥美集团/亚太区

2007 Ogilvy Public Relations Worldwide/Beijing 奥美公关/北京

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